



Version 2021-05-06

INDIGENOUS FORESTRY INITIATIVE APPLICANT GUIDE

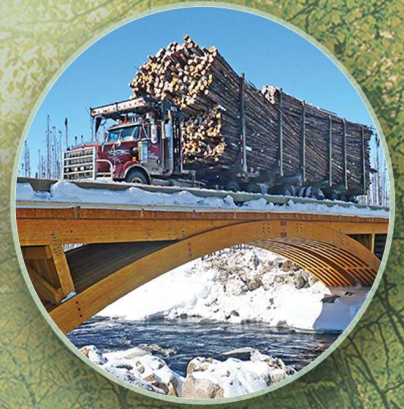


Table of Contents

1. INTRODUCTION	3
1.1 STEPS FOR IFI APPLICATION DEVELOPMENT, ACCESS TO THE ONLINE APPLICATION, AND SUBMISSION.....	3
2. IFI OVERVIEW, OBJECTIVES AND OUTCOMES	4
3. ELIGIBILITY	4
3.1. TYPES OF PROJECTS ELIGIBLE FOR FUNDING	4
3.2. ELIGIBLE RECIPIENTS.....	5
3.3. ELIGIBLE EXPENDITURES	5
3.4. INELIGIBLE COSTS.....	6
3.5. PROGRAM DURATION	6
4. DEFINITIONS	6
5. IFI PROJECT ASSESSMENT AND EVALUATION	7
5.1. ASSESSMENT CRITERIA	7
5.2. TIPS FOR DEVELOPING A PROJECT APPLICATION	8
6. INFORMATION FOR FILLING OUT THE IFI APPLICATION	9
SECTION 1. APPLICANT INFORMATION	9
SECTION 2. PROJECT OVERVIEW	10
SECTION 3. PROJECT RISK AND RISK MITIGATION STRATEGY	12
SECTION 4. HIGHER LEVEL PLANNING	13
SECTION 5. PROJECT TASKS, DELIVERABLES/OUTCOMES, TIMELINES AND FINANCIAL INFORMATION.....	14
SECTION 6. PARTICIPATION IN THE NATURAL RESOURCE ECONOMY.....	17
SECTION 7. SOCIO-ECONOMIC IMPACT(S)	17
SECTION 8. KEY PROJECT TEAM AND COLLABORATORS	18
SECTION 9. NRCAN CONTACTS	19
SECTION 10: SUPPLEMENTAL DOCUMENTATION.....	19
7. OTHER INFORMATION	19
7.1. NRCAN OBLIGATION	19
7.2. STACKING LIMITS	19
7.3. AVERAGE PROJECT FUNDING.....	20
7.4. BASIS AND TIMING OF PAYMENT.....	20
7.5. RETROACTIVE PAYMENTS	20
7.6. MONITORING AND REPORTING MECHANISMS	20
7.7. OFFICIAL LANGUAGES	20
7.8. INTELLECTUAL PROPERTY.....	21
7.9. NON-REPAYABLE CONTRIBUTIONS	21
ANNEX 1	22

1. Introduction

This IFI Applicant Guide accompanies the online Application to the Indigenous Forestry Initiative (IFI) Program (the Program). This Guide provides an overview of the Program, and suggestions and examples on how to complete the Application.

1.1 Steps for IFI Application development, access to the online application, and submission

- Review this Applicant Guide to understand IFI’s Purpose and Eligibility Criteria.
- Call a Regional Liaison Officer (RLO) (contact information is on the [IFI Website](http://www.nrcan.gc.ca/indigenousforestryinitiative) www.nrcan.gc.ca/indigenousforestryinitiative . They can provide you with information about the Program, discuss your project ideas, and help determine if your project meets the IFI eligibility criteria.
- Use the Planning Document to start planning your project.
- Go to the [IFI Website](http://www.nrcan.gc.ca/indigenousforestryinitiative) for the link to the online application portal and examples of projects funded in the past.
- Sign up for an information webinar on how to access the online application and to answer questions about the application process by emailing nrcan.ifi-ifa.nrcan@canada.ca .
- Obtain a GCKey Account. Follow the link on the IFI Website or on [NRCan’s e-services portal](http://www.nrcan.gc.ca/e-services). If you have an existing GCKey Account, sign in using the button labelled “Continue to GCKey”. If you do not have an existing GCKey Account, also use the “Continue to GCKey” button to register for GCKey. You will receive an email with a PIN number to complete your GCKey registration.

Access NRCan eServices Portal


Choose a secure sign-in method:

Use a Sign-In Partner

[Continue to Sign-In Partner](#)

- Use the same sign in information you use for other online services (e.g. online banking).
- None of your information (e.g. financial, banking) will be shared with Natural Resources Canada. Your Sign-In Partner will not know which government service you are using.
- You will temporarily leave the Natural Resources Canada website to use your Sign-In Partner.

[View the full list of Sign-In Partners](#)



Sign-in with or Register for a GCKey user ID and password

[Continue to GCKey](#)

- Sign-in with a GCKey user ID and password if you do not use one of the Sign-In Partners.
- Register for a GCKey user ID and password if you do not have one.

- Next, click on the INTEGRO side panel to access the IFI online application, and create a client profile if you do not have one already.

- Once you have registered as a client, go to **My Submissions** and select **Indigenous Forestry Initiative** by clicking on the folder image on the right. You will then be able to create a new submission. Complete all the fields and then submit your Web-Based Application.
- Watch a pre-recorded step-by-step video on how to sign up for a GCKey Account and create a Client Profile <https://youtu.be/-9Kzij4LmFQ> .
- If you are unable to submit your application using the Web-Based Application, contact your RLO or send a message to the general email nrcan.ifi-ifa.rncan@canada.ca so that someone can assist you or provide you with an alternative application.
- **Make sure you save your log in information well as it cannot be recovered. The online platform will be used to negotiate the contribution agreement and report on the project if your project is selected for funding.**

2. IFI Overview, Objectives and Outcomes

Overview

The Indigenous Forestry Initiative (IFI) provides financial support to Indigenous-led economic development projects in Canada’s forest sector. Benefits of the program include:

- increased Indigenous participation in forestry-related opportunities, businesses, careers and governance;
- increased engagement and economic development for Indigenous communities and peoples in the forest sector;
- increased investment and collaboration between Indigenous peoples and other natural resource development stakeholders, including governments, industry and non-governmental organizations.

Projects generally fall within one of the following areas:

- Clean technology and participation in the forest bioeconomy (e.g. biomass for heat/energy, pellet manufacturing, etc.);
- Environmental stewardship;
- Use and management of forest resources.

3. Eligibility

3.1 Types of Projects eligible for funding

Projects approved for funding under the Program must demonstrate the potential to **stimulate economic development**, and aim to **increase Indigenous participation in the forest sector**. Eligible projects include the following:

- Studies, plans, evaluations, assessments or related activities to identify or develop economic or business opportunities;
- Identification of opportunities, application and development of agreements or licenses;

- Strategic, business, human resources, marketing and financial planning or community planning, including development or expansion of Indigenous joint ventures, partnerships or businesses;
- Capacity development and training;
- Development of tools, technology, products, services and systems;
- Engineering design, environmental planning and permitting or other project design activities for forest resource development;
- Site development, facility construction and commissioning, and business start-up and expansion operations;
- Other types of activity – provide details on how these activities support increased Indigenous participation and economic development in the forest sector.
- Capital funding - capital requests will require a business plan and other relevant supporting documents (capital includes purchase of equipment and machinery, business start-up or expansion costs (including supplies, fuel and fuel storage), site development infrastructure directly related to the project and costs to acquire ownership in new or existing businesses or to license or acquire intellectual property.)

3.2 Eligible Recipients

Eligible recipients include:

- a) Indigenous communities or governments (including Indian Act bands, self-governing First Nations, Métis Community Organizations, modern treaty implementation organizations including economic development corporations constituted under a modern treaty, etc.);
- b) Tribal Councils or entities that fulfill a similar function (e.g., general council);
- c) Provincial, territorial, municipal and regional governments working with or on behalf of one or more endorsing Indigenous partner organization(s);
- d) National and regional Indigenous organizations;
- e) Academic institutions and research associations working with an Indigenous partner organization;
- f) Indigenous (50% or greater ownership by Indigenous people): for-profit and not-for-profit corporations, businesses, joint ventures, partnerships, associations, co-operatives and institutions;
- g) Non-Indigenous not-for-profit entities, such as corporations, joint ventures, partnerships, associations, co-operatives and institutions, who are working with or on behalf of one or more endorsing Indigenous partner organization(s)

3.3. Eligible Expenditures

Eligible expenditures include costs that support your project:

- 1) professional and technical services;
- 2) training and skills development;
- 3) facility/transportation/equipment rentals;
- 4) communications materials;
- 5) planning and design costs;

- 6) capital costs, including equipment and machinery, business start-up or expansion costs (including supplies, fuel and fuel storage), site development infrastructure directly related to the project and costs to acquire ownership in new or existing businesses or to license or acquire intellectual property;
- 7) salaries, wages and benefits, excluding post-employment benefits such as severance;
- 8) travel, including accommodation, meals, and allowances (based on approved rates such as the [National Joint Council rates](#) or similar);
- 9) GST/PST/HST net of any tax rebate to which a Recipient is entitled¹; and,
- 10) Other: Honoraria (including ceremonial costs, and hospitality costs for community engagement events and project meetings); Overhead (directly related to the project, not to exceed 15% of total contribution); and Other (other applicable costs).

3.4. Ineligible Costs

Costs that are not eligible (but are not limited to):

- Cost of developing the IFI Application;
- Costs and expenses incurred prior to the date of application;
- Costs related to lobbying.

3.5. Program duration

IFI is an on-going program, and is currently allocating funding for projects between October 1, 2021 and March 31, 2024.

4. Definitions

"Indigenous" is understood to include Inuit, Métis, First Nation, Status Indian and non-Status Indian individuals or any combination thereof.

"Project" refers to the applicant's Application, as submitted to NRCan.

"Partner" is someone, other than the applicant, who has agreed to contribute financially or in-kind to the project.

"Recipient" refers to a successful applicant that has entered into a contribution agreement with NRCan.

"Total Project Costs" means the Contribution and other verifiable contributions either received or contributed by the Recipient and partners, in-cash or in-kind, from the start date to the completion date and directly attributable to the Project.

¹ In accordance with the departmental GST/PST/HST certification form, the reimbursable Goods and Services Tax, Provincial Sales Tax, and Harmonized Sales Tax costs must be net of any tax rebate to which the Recipient is entitled.

5. IFI Project Assessment and Evaluation

The IFI is a competitive program. Only complete applications that meet the eligibility criteria in Section 3 (Eligibility) will go to the next stage of assessment. NRCan will assess the merits and risks of proposed projects and take funding decisions, informed by recommendations of a subject-matter expert review panel. Under NRCan oversight, such panels feature experts with knowledge in forestry, economic development, business development and finance, and forest products and bio-products manufacturing. To the extent possible, such panels will be gender-balanced, majority Indigenous, and will include Indigenous youth developing skills in one or more of the expert subject areas.

Projects will be evaluated based on the information that you provide in your Application, and the criteria outlined below. NRCan has no obligation to investigate proposed opportunities (beyond what is provided in the Application) or follow-up with the Applicant to request missing information or clarifications. Where attachments are provided with the Application, NRCan is under no obligation to read those sections of attachments that are not explicitly referenced in the Application. For example, when referring to an attachment in the Application, please provide a section or page number to the specific content in the Attachment being referenced.

Once approved, NRCan will engage with the applicant, to conduct further due diligence prior to negotiating the contribution agreement.

5.1. Assessment Criteria

Eligible projects will be assessed on the following information provided in the Application:

- Evidence that the eligibility criteria for recipient, project type and expenditures have been met. (See Section 3: Eligibility)
- Project objective (non-confidential) – a brief, high-level summary of the project. Should answer the questions who, what, where, when and how;
- Realistic Project tasks, deliverables/outcomes, timelines, and financial information – should be well-thought out and feasible; provide evidence as much as possible to show you have done your due diligence and attach if you have available: quotes, budget sheets, and supplemental information.
- Project risk and mitigation strategy – should include identification of any project risks and identify how the risks will be mitigated. Necessary regulatory considerations/permits and business plan and technical feasibility studies associated with the Project should be included;
- Brief description of how the successful completion of the Project will help achieve higher level plans (such as community plans, vision statements or broader initiatives) that guided the development of this Project;
- Potential to increase Indigenous participation in the forest natural resource economy;
- Evidence how the project stimulates economic development and benefits Indigenous communities or peoples in both the short term (i.e. an Indigenous community/peoples receives the majority benefits of the Project), and in the long term (i.e. an Indigenous community/peoples realize the benefits from the completion of the project);

- If the Applicant is not an Indigenous community or government, support from the communities listed in the application must be demonstrated. If the Applicant is part of an Indigenous community, for example, the Economic Corporation or similar, support from the community or government is beneficial. Support can be in the form of a Band Council Resolution (BCR) or similar support document.
- Project benefits accrue to multiple Indigenous peoples, including women, elders and youth;
- Project Team has been identified;
- Projects requesting capital funding demonstrate that a Business Plan/Feasibility Study has been completed which supports the investment, and a capitalization plan to show all planned sources of capital.

5.2. Tips for Developing a Project Application

- Carefully consider your timelines and path from project development to completion.
- Be mindful that while your project may begin sooner (at your schedule), only those activities started in October 2021 or later would be eligible for IFI funding. Investments made to your project prior to October 2021 may be identified in the IFI application as contributions from the applicant or other sources.
- Consider whether a phased approach is best for your project. For example, if your project is in the early stages of development, perhaps break the project into phases. For example, some applicants might start with an opportunities scan of the sector; others have a sense of an opportunity and want a feasibility study to validate if the opportunity is tangible; others still are confident about an opportunity they are pursuing and want to prepare a business plan and/or engineering designs. If the outcomes of one phase are critical to your decisions to advance the project, it may be counterproductive to propose multiple phases before knowing the outcome of the initial phases. For example, if you have no business plan, perhaps propose developing one, then reapply a second time if the plan supports your proposal to start-up or expand your business so that NRCan can take an informed decision to continue support to your project.
- Consider where you can connect with other projects, initiatives, or funding sources by integrating into a broader forest resource development initiative;
- Having a partner is not mandatory for a successful application; however, the support of at least one private, government or industry partner (providing cash or in-kind contribution) often strengthens a project.
- Demonstrate how the project will accrue benefits to multiple Indigenous communities and peoples. If possible, indicate how elders, women and youth could benefit from the project (jobs, training, etc.).
- **Applicants should not anticipate NRCan's interest to fund beyond 25% of any large capital need – and be mindful of IFI's total available funding.** If your project requires capital funding, please include in your application what portion of that capital expenditure(s) you are seeking from NRCan, and your plan to secure the remaining capital from other sources.

Further considerations:

- Applications that seek core funding (i.e. salaries and administration) without an explicit economic opportunity or outcome (one that demonstrates how the position will continue to be funded once NRCan funding ends) typically do not compete well. For example, if you are proposing to hire someone onto staff to perform a general function (e.g. business development manager; band-office forester) with no opportunity-explicit and time-dependent performance outcomes will cause NRCan to question how the position will be funded once IFI support ends. It is instead recommended to be outcomes oriented in your *application*; identify the outcome (e.g. start a sawmill in 2 years) and then detail the activities and resources needed to get there. Requests for capital costs should be accompanied by contributions from the applicant and/or partners (e.g. cash, debt, contributions). NRCan has little interest in assuming the entirety of risk for capital projects, and is only likely consider being the major contributor where requests are modest and balanced against the economic development outcomes (i.e. enable job creation, and revenues from start-ups/expansions etc.);
- Clearly illustrate how the project increases Indigenous economic development in the forest sector;
- Include evidence of support from Indigenous communities listed in the application, such as Band Council resolutions and demonstrate how benefits accrue to a wide range of Indigenous people;
- If your proposed project includes significant costs for sustainable forest management activities and precursors (e.g. surveying, mapping, forest resource inventories, forest management planning), please contact your Regional Liaison Officer for clarity on NRCan's consideration for such activities.
- If your proposed project includes participation in agricultural-linked industries that are also considered non-timber forest products (e.g. maple syrup / tree nuts / other foods) or can be considered agro-forestry, please contact your Regional Liaison Officer for clarity on NRCan's consideration of such activities.

6. Information for Filling out the IFI Application

This section focuses on the questions from the Application form and provides additional information to help you complete each section. You should also have received a Planning Document that will help you plan your project off-line. Please do not hesitate to reach out to your Regional Liaison Officer for additional information.

Section 1. Applicant Information

To be eligible, the applicant must be one of the eligible recipients listed below. Please choose which type of Applicant you are from the list provided. Provide all the relevant contact information.

- a) Indigenous community or government;
- b) Tribal Councils or entities that fulfill a similar function (e.g., general council);
- c) Provincial, territorial, municipal and regional governments working with or on behalf of one or more endorsing Indigenous partner organization(s);
- d) National and regional Indigenous organizations;
- e) Academic institutions and research associations working with an Indigenous partner organization;

- f) Indigenous (50% or greater ownership by Indigenous people): for-profit and not-for-profit corporations, businesses, joint ventures, partnerships, associations, co-operatives and institutions;
- g) Non-Indigenous not-for-profit entities, such as corporations, joint ventures, partnerships, associations, co-operatives and institutions, who are working with or on behalf of one or more endorsing Indigenous partner organization(s)

Previous/Current IFI/SPI/BioHeat NRCan Projects

- Indicate if you have: i) submitted an application, ii) received funding from, or iii) currently have a project with any of the following three NRCan Programs: IFI – Indigenous Forestry Initiative; SPI – Strategic Partnerships Initiative - Biomass; and BioHeat (under the Clean Energy in Rural and Remote Communities Program).
- Complete the table on previous or active NRCan Sector projects under any of the above funding programs and describe the results and relation to the Project in this submission.

Character limit: 1000 characters

Section 2. Project Overview

Project Title: Provide a short title that describes the Project.

Project Objective: In less than 100 words, provide a concise description of the Project objective and the expected results. This information is to provide the reviewers with an overview of the Project. Use SMART guidelines when describing the project: Specific, Measurable, Achievable, Relevant and Time-Related. For example: ***The xxx Nation seeks to start a medium-capacity sawmill to produce lumber for retail sales in the region and for export. By 2023 it will create 6 full time seasonal jobs, and generate \$600,000 in annual revenues.***

Character limit: 500 characters

Project Description: Clearly describe the project. Include how the project was developed, how it will create economic development in the forest sector, if there are partners, what the IFI funds will be used for, if multi-year describe each year of the project and potential outcomes.

Character limit: 6,000 characters

2.1 Project Locations: Provide the province or territory where the Project will take place. Indicate if the Project will take place on Reserve, and if so, the name of the Reserve or number. Also indicate the nearest major city or town and geographical coordinates if possible.

If any part of the Project takes place in Quebec, you will be required to answer the M-30 question. For more information on M-30: <https://www.sgrc.gouv.qc.ca/secretariat/mandat/loi-sur-ministere-conseil-executif-en.aspp>

2.2 Type of Projects

The application provides a drop down menu of types of projects that are eligible to be funded under the IFI Program to increase Indigenous participation in forestry-related economic development opportunities. Please pick what best describe your proposed project.

- Studies, plans, evaluations, assessments or related activities to identify or develop economic or business opportunities;
- Identification of opportunities, application and development of agreements or licenses;
- Strategic, business, human resources, marketing and financial planning or community planning, including development or expansion of Indigenous joint ventures, partnerships or businesses;
- Capacity development and training;
- Development of tools, technology, products, services and systems;
- Engineering design, environmental planning and permitting or other project design activities for forest resource development;
- Site development, facility construction and commissioning, and business start-up and expansion operations;
- Other types of activity – provide details on how these activities support increased Indigenous participation and economic development in the forest sector;
- Capital funding - capital requests will require a business plan and other relevant supporting documents (capital includes purchase of equipment and machinery, business start-up or expansion costs (including supplies, fuel and fuel storage), site development infrastructure directly related to the project and costs to acquire ownership in new or existing businesses or to license or acquire intellectual property).

Section 2.3 Project Timeline

Identify how long it will take to complete the project. If the entire project can be completed by March 31, 2022, you would apply for a single year of funding. The application allows you to apply for up to 3 years of funding. Please note that under the program, funding years run from April 1st to March 31.

Indicate your ideal start date and expected end date for the project. Applicants may start projects on their own schedules, or apply to IFI for projects already underway, but NRCan will not consider eligible any costs incurred prior to October 2021.

Section 2.4 Workforce Diversity

Workforce diversity refers to the similarities and differences among employees based on a range of factors including, but not limited to age, cultural background, and gender. A diversified workforce has many benefits in that it broadens the scope of the workforce, increases an employer's access to a broader skill set, helps to improve employee retention, increases overall job satisfaction and can spur innovation and lead to better results. A workforce diversity plan can set specific targets or demonstrate a commitment to create a workplace that is fair and inclusive.

Proponents are encouraged to have a workforce diversity plan. You can indicate here if there are opportunities for this Project to increase workforce diversity, such as increasing the number of women and youth involved in the Project.

Note: Those applicants that do not already have a diversity plan for their organization will be tasked to create one as part of any funded IFI project (no IFI contributions will be attributed to this activity). Diversity plans are optional for Indigenous governments that apply, in recognition of their sovereign authority to establish policy for their peoples.

Character limit: 1,000 characters for each box.

Section 3. Project Risk and Risk Mitigation Strategy

Project risks are factors that may cause the project to start late, to not start, or to not be completed in the desired time. Identify what you think may be a risk and what can be done to reduce the risk. The information will be in the form of a table. See the example provided in the planning document.

Types of risks include:

- Financial – project funding issues;
- Technical – equipment uncertainty or availability;
- Regulatory – environmental approvals, permitting issues;
- Weather – project is dependent on time of year;
- Resources – availability of people to oversee or carry out the project;
- **COVID19** - training, purchase and receipt of goods/equipment, engagement, etc.

Character limit: 6,000 characters each for type of risk, description of risk and mitigation measures.

COVID19 Measures for Project Implementation Questionnaire

This is an unprecedented time as the world tries to contain the COVID-19 pandemic and limit its economic impact. We realize that COVID19 may affect the project you are proposing in terms of uncertainties, project timelines, worker safety, access to your community, delivery of equipment, etc. The IFI application form was developed pre-COVID19 and for this reason, we would like you to share information on how your project could be carried out during this unpredictable time. For example, if your community is on lock-down, there may be elements of your project that can be carried out, such as project planning, online training, and site readiness. However, other elements may only be possible once protocols are lifted such as delivery of equipment, and community engagement. Providing this information will assist the reviewers that the project is demonstrating realistic deliverables and timelines and assist the program in budget planning. Please complete the questionnaire found in Annex 1 of the Applicant Guide and attach it to your project submission under Section 10: Supplemental Documentation.

If you checked off any of the following four types of projects from Section 2.2 that are listed below, then three additional questions will automatically be added to the application - business plan/feasibility study; regulatory/ permits; and technical feasibility.

- I. **Development of tools, technology, products, services and systems for natural resource development;**
- II. **Engineering design, environmental planning and permitting or other project design activities for natural resource development;**
- III. **Site development infrastructure, facility construction and commissioning, and business start-up and expansion operations;**
- IV. **Capital Funding requests (capital includes purchase of equipment and machinery, business start-up or expansion costs (including supplies, fuel and fuel storage)**

3.1 Business Plan/Feasibility Study

You must provide evidence in the form of a Business Plan, Feasibility Study, Community Plan, etc. to demonstrate that there has been planning completed that supports the capital expense request for the Project, and that the Project is feasible (without undue risk) with the resources in place. When referencing a plan in the application, ensure to include the name and page number of the report you are referencing and do not forget to attach it to Section 10. Supplemental documentation.

Character limit: 3,000 characters

3.2 Regulatory/Permits

There may be legal or regulatory agreements or permits that need to be considered or be in place before the Project can start. Examples are timber or land use permits/agreements, environmental assessments, business development agreements/permits, etc.

Indicate whether the Project will take place on Federal land or within a modern treaty area.

Note: Federal Land includes Indian Reserves.

Character limit: 350 characters

3.3 Technical Feasibility

If you are requesting funding to make a substantial equipment or technology purchase or development you will want to show that you have performed due diligence in choosing the supplier and it is the correct technology. For example, you can provide documents that show you have consulted with experts, that the community supports the purchase, quotes, and that you have a Business Plan or Feasibility Study.

Character limit: 6,000 characters

Section 4. Higher Level Planning

This section seeks information on where the idea for this Project came from. Projects that are based on prior planning or are part of a community plan are often more successful than others. More importantly, does the Project achieve a goal or action described in a plan? Examples of these types of plans include Community Plans, Forest Management Plans, Community Energy Plans, Natural Resource Planning Documents, etc.

Character limit: 5,000 characters

Section 5. Project Tasks, Deliverables/Outcomes, Timelines and Financial Information

5.1 List of Tasks

Assigning tasks is a way to break down a project idea into manageable, action items with deliverables and timelines. Projects with well-described tasks that show tangible outcomes, with realistic timelines and milestones will receive higher scores. We recommend no more than 5-6 tasks that focus on related deliverables and outcomes to help with flexibility of your project. Try not to make each task too specific to allow for small changes during the project as they may arise.

The terms ‘deliverables’ and ‘outcomes’ are often used interchangeably. A deliverable is more of a product, such as a report. An outcome is more like a result, such as jobs created. Both deliverables and outcomes that result from the Project belong to the Recipient/community and are for their use and benefit.

It is recommended that you contact a Regional Liaison Officer to discuss this section and the budget information.

Here is a generic example:

TASK	Brief Description	Deliverable/outcomes	Milestones/timelines
Task 1: Feasibility Study (FS) and Business Plan (year one)	<p>The project coordinator will hire a team to complete a feasibility study and a business plan.</p> <p>There will be research into product development, markets, resource requirements, and capital purchases.</p> <p>This information and results will be incorporated into developing the FS and BP.</p> <p>Eligible Costs</p> <ul style="list-style-type: none"> • Professional and tech services (10 days) • Travel, hotels and meals (4 days) • Salary for project coordinator (4 days) 	<p>Signed contract for the study and business plan and table of contents for the BP.</p> <p>Draft BP will be presented to Council.</p> <p>Final FS.</p> <p>BP completed.</p>	<p>Completed within one month of project approval</p> <p>Completed within five months product testing and market research</p> <p>by January 15, 202x</p> <p>by March 15, 202x</p>
Task 2: Community Engagement (year one)	A community member will be hired to organize community engagement and distribute information about	A community meeting will be held. Notes from the meeting will be summarized and	After first draft of BP mid January, 202x

	<p>the project through meetings, social media, etc.</p> <p>Eligible Costs</p> <ul style="list-style-type: none"> • Facility rental (2 days) • Communication materials (website upgrade) • Salaries (10 days) • Honoraria (5 elders) • Hospitality (2 meetings) 	<p>sent to the Band Council.</p> <p>Social media updates will be posted.</p>	
<p>Task 3: Capacity Development (year 2)</p>	<p>Five community members will be trained to work on (explain the training that will be undertaken and if it will be at different stages of the project (e.g., fiscal year, or at one time)</p> <p>Identify the qualifications of the trainer, and for how long the training will take;</p> <p>Eligible Costs</p> <ul style="list-style-type: none"> • Professional services (1 trainer for six days) • Training and skills developments (six days of training for five people) • Equipment rentals (rental of equipment for six days for training) 	<p>Five members trained and hired for the enterprise</p>	<p>By end of March 202x.</p>

5.2 IFI Eligible Expenses by Task

Developing a budget is very important element to the project. The IFI Program can fund the eligible expenses listed below for each task item. The tasks that you provided will be automatically uploaded in the online application and you will need to break them down by each eligible expense, for each year. The table below is an example, please see the Planning document that you received along with the Applicant Guide for a complete table.

Eligible expenditures:

- 1) professional and technical services;
- 2) training and skills development;
- 3) facility/transportation/equipment rentals;
- 4) communications materials;
- 5) planning and design costs;
- 6) capital costs, including equipment and machinery, business start-up or expansion costs (including supplies, fuel and fuel storage), site development infrastructure directly related

to the project and costs to acquire ownership in new or existing businesses or to license or acquire intellectual property;

- 7) salaries, wages and benefits, excluding post-employment benefits such as severance;
- 8) travel, including accommodation, meals, and allowances (based on approved rates such as the [National Joint Council rates](#) or similar);
- 9) GST/PST/HST net of any tax rebate to which a Recipient is entitled²; and,
- 10) Other: Honoraria (including ceremonial costs, and hospitality costs for community engagement events and project meetings); Overhead (directly related to the project, not to exceed 15% of total contribution); and Other (other applicable costs).

	IFI Financial Request 2021-22	IFI Financial Request 2022-23	IFI Financial Request 2023-24
Professional and technical services			
Task 1			
Task 2			
Task 3	<i>Insert task lines as required.</i>		
Training and skills development			
Task 1	<i>Insert task lines as required.</i>		
... repeat for all Eligible Expenses and Tasks			

Note: You may attach any additional information on how you developed the budget (such as quotes, researched costs, copies of your own budget spreadsheets, etc.) to your Application (Section 10).

5.3 Applicant and Partner Contributions

In the next two tables, if applicable, fill in the contribution that you (Applicant) and your Partner/s will be making directly to this Project.

Notes:

A **cash contribution** is a financial contribution, while an **in-kind contribution** is a non-monetary contribution, such as equipment, supplies, technical services, or staff time.

A **Partner** is someone, other than the applicant, who has agreed to contribute financially or in-kind to the project. It is not mandatory to have a partner; however having partners can help promote your project’s success and provide opportunities for your community or organization that extend beyond the scope of your Project. The Independent review panel will note projects that have funding from the Applicant and/or Partners. If you have more than one known or potential partner, you can list them. Partners can be a government department (federal, provincial, territorial, municipal) or Program (other than IFI); another community or organization (other than the Recipient); a business or industry.

A **fully committed Partner** is one that has signed a document confirming a contribution to the project (with the amount). It is recommended that you submit these documents in Section 10 (Supplemental Documentation). Successful projects have strong evidence of a committed partner. Sometimes you may be waiting to get final confirmation from partners or funding agencies, or you are still in negotiation when you are ready to submit this application. In that case, you can provide evidence that you are waiting to get confirmation, you have an application submitted, or you are in negotiation.

Section 6. Participation in the Natural Resource Economy

One objective of the Program is that projects increase Indigenous participation in the forest resource economy. Preference will be given to applications that clearly show, and link, how the project will increase involvement. Some examples that show increased participation are:

- Increased awareness of forest resource development opportunities;
- Increased training/capacity to understand and participate in forest resource opportunities;
- Increased engagement/communication by Indigenous communities with forest resource stakeholders;
- Implementation of, or planning for forest resource management;
- Increased opportunity for forest tenures, and/or businesses;
- Investments/Improvements in capital/infrastructure related to the project;
- Increased inclusive and diverse workforce (including gender, youth and Elders).

From the list provided, check the one(s) that best describe how the Project will increase participation. In the box, you can provide more detail on what you expect will be the actual results (for increased participation) from this Project. For example, if the Project includes training, how many people will be trained, what are their roles, what will they do with the training they receive (i.e. is there a job after the training), what is the plan to recruit a diverse set of trainees etc.

Character limit: 3,000 characters

Section 7. Socio-Economic Impact(s)

7.1 Potential Economic Impact(s)

Another objective of the Program is that projects have the potential to stimulate economic development for Indigenous peoples in the forest sector. When filling out this section, be detailed in how your Project is linked to a specific economic outcome, and what you expect the results to be. Also, estimate how long it will take the results to be realized. For example, if the project is to develop a new business, discuss what the business will be, how many people are expected to be employed, etc.

What are the anticipated economic benefits of this Project, including long term expected outcomes? Relate your description to your response in Section 6.

Describe how your Project accrues benefits to those involved in the Project, and the communities and Indigenous people in the proximity of the Project. Please include how these benefits have the potential to benefit women, elders and youth. If applicable, indicate how you might encourage an inclusive and diverse workforce (including gender, youth and elders, and Indigenous representation) within the organization and project team, as appropriate, recognizing and respecting the sovereignty of Indigenous governments to develop their own policies and laws governing such considerations.

The following lists some examples of results that demonstrate economic development:

- employment, indicate if potential for women and youth;
- a new business;
- a new business model or forest sector product or service;
- community revenue;
- increased value of community assets;
- creation of business ventures;
- private sector partnerships;
- number of people trained, broken down by gender and age group, and increased skills or skills certification.

Character limit: 1,000 characters

7.2 Environmental Impact(s)

Describe environmental impacts that could result from the project, both positive and negative. Examples are projects that aim to reduce greenhouse gases through replacement of diesel or propane with renewable energy or heating sources; projects that make use of wood waste; businesses that sustainably use forest products; etc.

Character limit: 3,000 characters

7.3 List of Communities

The objective of the IFI is to increase the capacity of Indigenous peoples to engage in and benefit from economic development in the forest sector. One of the ways that projects will be evaluated is by how many people or communities could benefit from the project.

Please provide a list of communities who will participate in, or will benefit from this project, and their role or involvement. Under “Role in the project” specify what their involvement will be and indicate if their involvement is for the short, medium or long term.

Section 8. Key Project Team and Collaborators

8.1 Project Manager and Team Members

Most projects benefit from having a project manager or coordinator dedicated to the project. The Project Manager or coordinator is usually the person who oversees the project, hires the people who will complete the tasks, does the reporting, and is the main contact person between the

Recipient and NRCan. Salary for a project manager or team members is an eligible cost, however, ensure that the role is related to the outcome of the project and not towards a new position not related to outcomes.

8.2 Team Members

List key members that you know, or anticipate, will be part of the project team and include their role in the project. Other members of the team often includes the person(s) who will assist with administering the contribution agreement (i.e. keep timesheets; prepare claims and invoices; etc.), consultants that will be hired, or other major key players.

Section 9. NRCan Contacts

If you talked to staff from NRCan about the project and they assisted with the Application, please provide their name(s).

Section 10: Supplemental Documentation

You can attach documents that are relevant to your project application. For each supplemental document that you submit, you must select from a drop-down menu the type of document and **indicate the specific sections or pages of the document that you want reviewed**. Name each supporting document with a descriptive title (e.g. If you are submitting a Business Plan, refer to the section(s) and pages of the Business Plan that you want to be reviewed as part of your application, and name the attachment "Business Plan"). If the section or pages to be reviewed are not included, the document will not be reviewed. This section is also the place to attach a Band Council Resolution or the COVID document. Please note that each document can not exceed 5 Mb.

7. Other information

7.1. NRCan Obligation

- NRCan reserves the right to alter or cancel funding amounts and/or deadlines associated with any program submission at its sole discretion. Any changes will be communicated to registered applicants via the NRCan website.
- Until a written contribution agreement is signed by both parties, no commitment or obligation exists on the part of NRCan to make a financial contribution to any project, including any expenditure incurred or paid prior to the signing of such contribution agreement.
- NRCan may provide flexibility offered by [Appendix K of the Directive on Transfer Payments](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14208#appK) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14208#appK>).

7.2. Stacking Limits

The maximum level (stacking limit) of Total Government Assistance (federal, provincial/territorial and municipal assistance for the same eligible expenditures) will not exceed 100% of eligible project costs.

7.3. Average Project Funding

The Program can fund both capacity projects (such as planning), and capital investments. Projects range between \$40,000 and \$2,000,000 with an average project contribution of \$100,000.

7.4. Basis and Timing of Payment

Payments will be made based on pre-determined performance expectations or milestones and/or documented claims for reasonable eligible costs incurred, to be submitted by the Recipient.

Where it is deemed by Canada to be advantageous to the success of the project, payments may be made as advance payments, or as a combination of advance payments and progress payments.

A holdback of a portion of any payment and/or of the final payment under a contribution agreement will be realized when deemed appropriate.

The final payment, including the release of a holdback, will be made only once the Recipient has met all the requirements of the funding arrangement to the satisfaction of the Department, and on receipt and acceptance of all required reports as outlined in the Contribution Agreement.

7.5. Retroactive Payments

Recipients will have the opportunity to request to incur a percentage of eligible expenditures from the date the project proposal was approved, at their own risk, based on a needs assessment completed by program staff. Retroactive, eligible expenditures will only be reimbursed upon the formal signing of a contribution agreement, and will require supporting documents.

7.6. Monitoring and Reporting Mechanisms

The Recipient will be requested to submit data, schedules, quotes, invoices, plans and reports in sufficient detail to enable the Department to:

- assess the progress of the project;
- carry out the post-completion monitoring called for in the funding arrangement; and
- evaluate the effectiveness of the contributions.

Regular communication between the Department and the Recipient will continue throughout the duration of the project to monitor progress.

7.7. Official Languages

Implementation of IFI activities will respect the requirements stipulated in the *Official Languages Act*, related regulations, and federal government policies.

7.8. Intellectual Property

All intellectual property that arises in the course of a project shall vest in, or be licensed to, the Recipient. The Recipient will grant to Canada a non-exclusive, irrevocable, worldwide, royalty-free license in perpetuity to use the data and information contained in reports and modify such reports and documents for non-commercial governmental purposes.

7.9. Non-Repayable Contributions

Contributions made through these Terms and Conditions will be non-repayable in order to further the objective to increase economic development opportunities for Indigenous communities in the natural resource sectors.

Contributions to for-profit businesses will be non-repayable in accordance with the [Directive on Transfer Payments, Appendix E](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14208#appE) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14208#appE>), and Section E-15, which permits non-repayable contributions when “the benefits from the contribution accrue broadly rather than to the Recipient.”

Annex 1

COVID19 Measures for Project Implementation Questionnaire Indigenous Forestry Initiative (IFI) – 2021-2022

Applicant Name: _____

Project Name: _____

Date: _____

This is an unprecedented time as the world tries to contain the COVID-19 pandemic and limit its economic impact. We realize that COVID19 may affect the project you are proposing in terms of uncertainties, project timelines, worker safety, access to your community, deliver of equipment, etc.

The IFI application form was developed pre-COVID19 and for this reason, we would like you to share information on how your project could be carried out during this unpredictable time. For example, if your community is on lock-down, there may be elements of your project that can be carried out, such as project planning, online training, and site readiness. However, other elements may only be possible once protocols are lifted such as delivery of equipment, and community engagement. Providing this information will assist the review process of the project by demonstrating realistic deliverables and timelines and assist the program in budget planning.

Please answer the following questions to tell us more about how COVID19 has impacted, or may impact your project. Please attach the completed questions to the online application under Section 10 “supplemental documentation”.

- 1. Is there information that you can share about the impacts of the COVID19 pandemic on your proposed project or your community/organization?**
- 2. Are there current or anticipatory measures planned to protect those involved in the project from COVID19? For example, alternative work shifts, maximum number of employees on site at a time, additional safety gear and equipment. (Note that personal protective equipment is considered an eligible expense under our program terms and conditions).**
- 3. Have you considered the impact of COVID19 restrictions on your project? What changes will be necessary to complete the project within the time period outlined in your application?**